Trust
Performance
People

DoD Mid-Atlantic Regional SB Council Presentation

10 April 2009

The Trusted Integrator for Sustainable Solutions

Environmental Solutions | Property Redevelopment | Design/Build Construction | Green Buildings | Clean Energy

an employee-owned company

WESTON at a Glance

- Providing sustainable solutions since 1957
- A trusted integrator providing services in:
  - Environmental Solutions
  - Property Redevelopment
  - Design/Build Construction
  - Green Buildings
  - Clean Energy
- Employee-owned with a staff of 1,800 in more than 60 offices worldwide
- Strong safety record: EMR .32
- Gross revenue over $500 million
- Approximately $200M Annual SubK Dollars

Core Values

Integrity

Client Focus

Teamwork

Safety

Exceptional Quality

Making a Difference

WESTON Services

- Environmental Solutions
- Property Redevelopment
- Design/Build Construction
- Green Buildings
- Clean Energy

Green Demolition

"… Consider the holistic benefits associated with demolition activities."

"… Much more than 'knock it down and sort it out.' "

"… Ensuring … an economic benefit compared with disposal in landfills and incinerators alone."

Why the Focus on Green Demolition?

- July 2007 Memo from Deputy Under Secretary of Defense
  - Tasked Services to identify and dispose of excess and obsole facilities from FY08-13

- Air Force 20/20 by 2020 Initiativ
  - "Reduce the amount of the Air Force physical plant that we spend money on by 20% by the year 2020"
  - Programmed $50-60M/yr—expected to grow

WESTON's Q&E in Green Demolition

- Andrews AFB Officers Club Demo Project
  - Recycled 84% of demo material
- 10 years developing alternative demolition and recycling plans for Fort Drum
  - Saved millions of dollars in disposal costs!

Before

Andrews O'Club

After

WESTON's Q&E in Green Demolition (cont'd)

- Decommission/Demolition of Central Heat Plant at Westover ARB, MA
  - Of the 1,980 tons of non-asbestos-contaminated demolition waste, only 17 tons required landfilling!
  - By recycling more than 99% of the building materials, WESTON saved the client an estimated $154,000 in landfill costs

WHAT CAN SMALL BUSINESSES DO TO HELP WESTON IN GREEN DEMOLITION???

- Expand and Improve Depth and Breadth of Capabilities
- Develop Competitive Advantage

- Complement WESTON's level of technical understanding, competence, and past performance in "Green Demolition" with an emphasis on *reusing, recycling, and recovering* materials from demolition projects
- Leverage WESTON's strong Q&E to address typical environmental issues/hazards associated with facilities (e.g., asbestos abatement, lead-based paint, PCBs, ground water contamination, air quality, etc.)
- Develop alliances with SB teaming partners that can successfully execute demolition projects
- Team with small business that have outstanding *safety program* and *safety track record*

Potential Opportunities

- Air Force military family housing demolition projects
- Hangars, large warehouses, plants
- Major renovations
- U.S. Army Corp of Engineers developing new National Demolition Contract
  - Many environmental issues/hazards
- Leverage successes with DoD into Commercial and State/Local Government business sectors

Sustainability Services at WESTON

- Long Sustainability History
  - Roy Weston started speaking about sustainable development in the 1980's
- Wide Range of Continuously Evolving Sustainability Services
- Integrating Sustainability into "Traditional" Services
  - Green remediation; green demolition
  - Green Construction
  - Green Procurement

Four Areas of Sustainability Services

nergy

perations

uilt Environment

atural Resources

Sustainable Energy

- Renewable Energy Evaluation and Development
  - Wind, solar, ground source, geothermal, landfill gas
- Alternative Fuel Evaluation and Development
- Energy Conservation
- Greenhouse Gas Management

Sustainable Operations

- Environmental Management Systems
- Environmental Information Management Systems
- Solid Waste Management/Recycling
- Green Procurement
- E.O. 13423

Sustainable Built Environments

- Environmentally Preferable Site Selection
- Green Building Design and Construction
- LEED Consulting
- Brownfield Redevelopment
- GreenGrid Green Roof System

Sustainable Natural Resource Management

- Ecosystem Restoration and Management
- Watershed Management
- Water Conservation/Reuse
- Wastewater/Stormwater Management

Subcontracting and Partnering Opportunities for Small Businesses in Sustainability Services

- Energy Auditing
- Conservation Analyses
- Recycling Analysis and Services
- Renewable Energy Equipment and Consulting
- Green Building Architecture and Engineering
- Urban/Regional Planning
- Stakeholder Engagement/Communication
- Asset Management

Weston Security Offerings

Security Consulting Services

Facility Electronic Security System Engineering and Installation

Large Regional Networks including Ports, Airports or Transportation Sector Surveillance Systems

Compliance with UFC Security Standards (Stand-off Distances)

Design and Construction of Facility Hardening Features

Design and Construction at Secure Facilities

Clients

- Our Secured Construction Work Has Been Performed at Critical Federal Facilities, the Department of Defense, and U.S. Department of State.

Services

- We Service Critical Mission Needs for Our Clients Through a Proven Rapid Development, Design/Build Approach. We Operate on a Turn-key Basis from Concept Engineering to Complete Construction and Sustained Operations.

Outlook

- We Are Looking for Small Business Team Members That Share Our Mission-Critical Focus and Can Help Us Construct and Deliver Quality Performance.

Types of Projects

- Sensitive Compartmented Information Facilities (SCIFs)
- Infrastructure Upgrades (utilities, support structures, life safety system, redundancy/contingency operations support.
- IT/TSS Installations and Upgrades.

Size of Projects

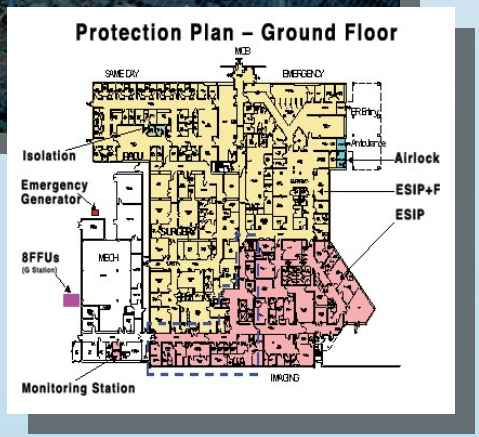
Range from $100K up to $25MM and Larger.

Location of Projects

CONUS/OCONUS

Uniqueness of Work—Particular Challenges for Small Businesses

- Secured Environments (Necessary Clearances)
- Access Limitation
- Badging
- Staging
- Reliability
- Coordination of Trades
- Efficiency



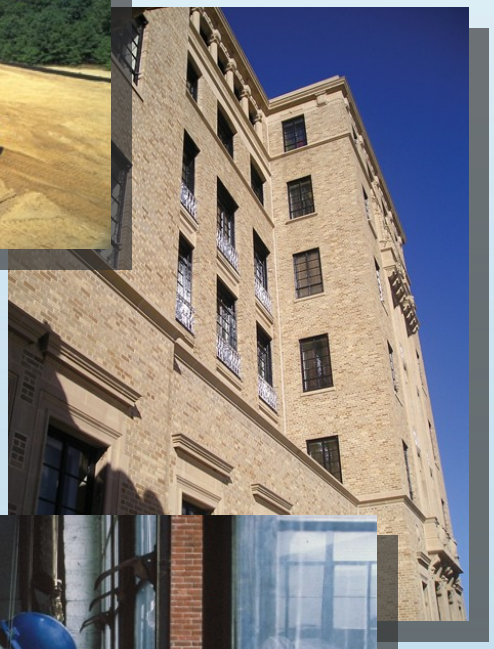
Client Mission Critical Focus … We work with our clients to maintain their mission critical operations.

Subcontractor Requirements—also a challenge for Small Businesses

- Superior Safety Culture
- Agile Staff (working in secured environments/travel/CONUS/OCONUS)
- Security Clearance
- Resources
- Estimating (RS Means)
- Bonding
- Past Performance

Necessary Support—Subcontracting Opportunities

- Architectural
- Electrical
- Mechanical
- Civil
- IT/TSS
- Design Services
- Coordination of Trades
- Efficiency

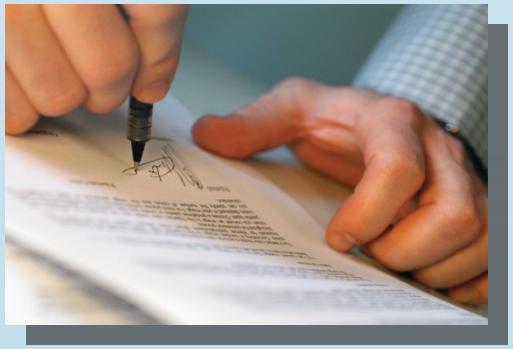


*Security Requirements…*just the beginnning…

U.S. Citizens

Secret/Top Secret Clearance

- Weston gives you a contract and



- DD254 Security Instructions for that contract.

Security Requirements -

1. Weston Sponsors Small Business for a Facility Clearance.
2. Defense Security Services Will Contact Small Business to Arrange First Interview.
3. Must be U.S. Citizens: Identify Key Management Personnel (KMP) and Facility Security Officer (FSO)
4. Prepare by Gathering: Articles of Inc., Stock Records, Minutes of Board Meetings, Corporate By-Laws; Key Management List, Summary of Your Company's Primary Business; Proof of Citizenship.
5. SB Obtains CAGE Code: Commercial and Government Entity Code.
6. Prepare Standard Form 86 Background Information Summary and Fingerprint Cards.
7. Interim Facility Clearance Granted - Then Individual Workers Submitted.

Environmental Solutions

A diverse range of sustainable environmental services:

- Environmental Remediation
- Emergency Response
- Integrated Air Services
- Water Resources and Ecosystems
- Heath, Safety, and Compliance
- Munitions Remediation
- Solid Waste and Landfills

27

Military Munitions Response Services

Full Service Provider for DOD,

State and Commercial Clients

- Range Sustainment
- Assessments/Investigations
- Remedial Investigations
- Studies and Designs
- Remedial Actions
- Emergency Responses and Ti
  Critical Actions
- Conventional and Chemical Mu

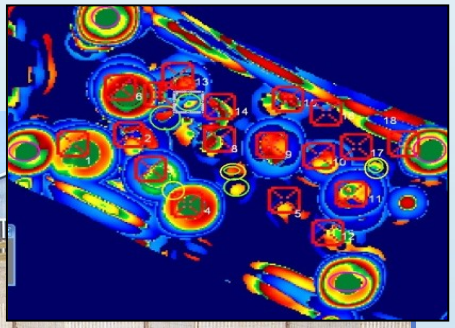
28

Military Munitions Response Services

- One of Weston's fastest growing area for Small Business subcontracting opportunities
- Significant depth and breadth of service categories

MMRP SB Opportunities…just to name a few

- Surveying
- Brush Removal
- Engineering Support
- Geophysics
- UXO Personnel
- Data Management
- Chemical Analysis
- Material Handling & Processing



Weston's Diversity in Service Offerings—Challenges in SB Sourcing

- Weston's subcontracting needs are varied and complex due to the variety of programs for which we work for federal clients
  - If we provided merely general construction or environmental remediation services, our sourcing efforts could be more focused and targeted, as well as efficiently managed.
  - Since we operate under multiple NAICS, manage contracts of varying types, locations, and scopes, sourcing for task orders is always challenging.
  - Maintaining current subcontractor qualifications in our database is critical.
  - Continuous strategic sourcing is necessary as new opportunities arise.

Weston Subcontracting Stats

ALL FEDERAL AGENCIES				ALL SUBSETS OF SMALL BUSINESS									
FY	TOTAL SUBK $	ALL SB $	SB %	SDB $	SDB %	WOSB $	WOSB %	HUB Z $	HUB Z %	VOSB $	VOSB	SDVO-SB $	SDVOSB %
06	142,920,781	90,690,034	63.5	26,323,893	18.4	22,634,961	15.8	8,722,936	6.1	4,529,807	3.2	1,038,064	0.7
07	183,237,807	115,492,963	63.0	17,403,039	9.5	7,707,621	4.2	14,140,776	7.7	9,040,702	4.9	2,976,386	1.6
08	92,304,540	63,769,248	69.1	3,542,580	3.8	8,870,861	9.6	4,127,550	4.5	3,770,434	4.1	1,048,846	1.1
CUM	**418,463,128**	**269,952,245**	**64.5%**	**47,269,512**	**11.3%**	**39,213,443**	**9.4%**	**26,991,262**	**6.5%**	**17,340,943**	**4.1%**	**5,063,296**	**1.2%**

Trend in spending has decreased, as has utilization of certain subsets of SBs—WHY???

- Inconsistent oversight of SB achievements, other than SB Program Mgr. and Admin
  - Program Managers view SB goals and are engaged in quarterly reviews of achievements and mitigation planning
  - SB Program Manager is engaged in every new opportunity to incorporate SB team members on major proposals, and for TO scopes
- Limited involvement in SB outreach outside of SB program office
  - Improved regional involvement in SB outreach—
    - Support for local SBDC and PTAC Events
  - Targeted SB outreach for opportunities and Weston Programs
  - Targeted outreach conducted in concert with Agency Outreach (AFCEE WERC 09 SB Forum, etc.)
- Poor Utilization of SBA M-P Program and DoD MP Program
  - Change in focus on selection of protégé firms—more strategic
  - Planning, forecasting future relationships
  - Optimizing those relationships
- Few Strategic Alliances with SB Firms
  - Expand network of strategic offerings and capabilities
  - Encourage collaboration among SA partners and other firms with SBs

Economic Stimulus Spending --what's in the immediate forecast

- Increased scrutiny of how Prime Contractors are spending Stimulus Funding
- Abbreviated SB Plans at the TO level when scope is tied to ESS
- SB Plans being scored/evaluated somewhat subjectively under ESS
- LDs are a real threat to sub-par performance in SB subcontracting

Economic Stimulus Spending, cont'd…

- Why is this exciting for people like me???
  - Increases visibility of SB Program and what we do
  - Increases importance of SB subcontracting (not just a goal, but a living, breathing contractual obligation!)
  - Compliance and due diligence are not "nice to haves" rather, they are required!
  - Raises awareness and prioritizes small business subcontracting
  - Broader support for and engagement in SB Programs and increasing SB utilization to positively affect the SB communities
  - Keeps us agile and responsive to the federal marketplace and our clients' needs
  - Ultimately results in positive economic affects on SB community

Small Business Programs and the Future…

- SB world is dynamic and adapting to the times…
- Changes in certifications, preference programs and incentive programs for SDBs and HUBZones
  - More Prime Contracts being set-aside for SBs (forces LBs to consider subcontractor role to SB Prime—risky)
  - By 2013, we will experience an influx of returning vets—are we ready? Can we train them and put them to work? Will SDVOSBs and VOSBs have parity with 8(a)s?
  - OCONUS Opportunities expanding for SBs
  - Government Programs for sustainability and clean energy afford new opportunities and incentives for SBs

WESTON and the Future…

- Weston will continue to focus on it’s 3 key elements of success:
  - Trust
  - Performance
  - People
- Weston will continue to expect the highest standards from its SB subcontractors:
  - Quality
  - Safety
  - Client Satisfaction

Weston® and Small Business:
providing innovative, sustainable solutions to our clients' emerging needs.

www.westonsolutions.com

For More Information Contact:

Stephanie Sherwood

(610) 701-3580

stephanie.sherwood@westonsolutions.com

Gay DiPhillips

(610) 701-3071

gay.diphillips@westonsolutions.com

Weston's Core Values

Integrity

Client Focus

Teamwork

Safety

Exceptional Quality

Making a Difference

39